



THIS IS IMC

THE COVER

*The urge to grow, to seek a place in the sun,
is the most powerful force on earth.*

*In nature's grand design, so apparent in the plant world,
IMC plays a part by making things grow.*

IMC is built on a basic idea about growth—

Man must have food to survive and he cannot have food without the essentials for food production.

The company's first product was phosphate for the nation's young and growing agricultural economy.

As the nation's food needs grew, so grew IMC.

Today, IMC is the number one supplier to the world of the basic plant food ingredients.

Growing with an idea took people, resources, courage, creativeness. And these became a wellspring for new ideas to move IMC into still new fields with new strengths.

These pages tell the story of the IMC idea, where it is today, and how it's growing.

THIS

World headquarters of International Minerals & Chemical Corporation at Skokie, Illinois, suburban Chicago



IS IMC

IMC is the world's largest producer of plant growth nutrients for the production of food.

It is the only international supplier producing the three basic fertilizer ingredients—phosphate, potash, and nitrogen.

It is the only producer in the world with two sources of both phosphate and potash.

IMC is a company whose 84 products are used in agriculture, industry, and the home.

It produces Ac'cent®, the monosodium glutamate food flavor enhancer, and is the nation's leading producer of that product . . . It mines, refines, and manufactures products for the glass, ceramics, foundry, and petroleum oil industries . . . It produces industrial chemicals, animal feed ingredients, insecticides, and pharmaceuticals.





*A family group at
the Canadian potash mine*

IMC is some 6,000 people in nearly 200 mines, plants, supply stations and offices around the world.

Geologists, miners, chemists, economists, agronomists, marketers, microbiologists—they represent these and a myriad of other skills.

They produce and sell the company's products from five major units—Agricultural Chemicals, Plant Food, Industrial Minerals, Ac'cent International, and the Bioferm Division.

IMC is a company whose philosophy can be described in a one-word symbol—GROW.

GROW expresses an individual challenge, a company objective, and the very purpose of IMC's products.

IMC believes that its customers' successful use of IMC products is essential to its growth. It constantly applies its growing energies and skills to serving its customers.



IMC's corporate symbol represents the crystalline structure of the minerals IMC produces; the tree of life symbolizes the growth to which they contribute



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PRODUCTS FOR GROWTH
N.A.H.X.
INTERNATIONAL MINERALS & CHEMICAL CORPORATION





SELLING IS SERVING

Selling is everybody's idea at IMC.

The Corporation has as many salesmen as it has employees. The geologist probing for a minerals deposit halfway around the world, the production expert who will turn it into product, and the marketers who will eventually sell it—all use the same yardstick: “How valuable will it be to the customer's profitable operation?”

Maximizing the product's value may take many forms at IMC, but they all add up to a common denominator—serving the customer.

The salesman is IMC's front line representative of the marketing concept that selling is serving. He is supported by a battery of services that make him unique.

IMC's customer service concept came into active being in 1958. After a long look at the standardized nature of products in the agricultural chemicals line, IMC decided that although a product may be standardized, IMC would build preference for its product through



Order-distribution control room at IMC is bustling nerve center during peak spring fertilizer service period; unique information system and “rolling warehouse” technique keeps hundreds of carloads of product in closest possible proximity to areas where weather and other factors dictate fastest possible delivery



*Luncheon for his customers kicks off
a fertilizer manufacturer's sales-making centennial celebration.
IMC helped build and implement the year-long program*



imaginative, creative service to its customers.

The company developed a broad line of services in areas where its customers for fertilizer materials said they needed help—market research, advertising, sales promotion, technical service—a score of others. IMC salesmen in shirt-sleeve training sessions learned how to make these services work for the customer.

Today, every division combines sales and marketing skills in a full-scale coordinated effort for maximum impact. The IMC sales-

man anywhere in the world has two dozen proven services he can call out for his customer's use. He is equipped to help the customer make his product better, his operations more efficient, and his profits higher.

At IMC, the "selling is serving" idea is practiced company-wide. Every effort is made to move the product from raw material, through production and distribution into the customer's hands, and out his front door for the greatest mutual benefit.



CUSTOMER SERVICES FROM IMC...

IMC customer services are tailor-made to fit the customer's needs. The IMC salesman, trained to recognize those needs, reports the problem in outline form and IMC assigns a task force of specialists to work with the customer. He may be a small manufacturer whose staff does not include skills that IMC can provide. Often the customer is a major company whose staff welcomes an outside viewpoint.

These are some of the services IMC provides:

MARKETING SERVICES:

Advertising and promotion—highly specialized materials and assistance, including "how-to-do-it" manuals, promotional programs, sales tools, audio-visual assistance, package design, newsletters, direct mail, budgeting, media selection, use of agencies.

Product and market development—market research, sales potentials, product line studies, market shares, trend studies.

Sales manpower—training, compensation, incentive plans, sales aids.

Meetings and group activities—sales training, technical training, meeting preparations, dealer and consumer meetings.

Transportation and distribution—rate studies, plant locations, cost reduction programs.

Specialty products—franchised special and premium brands, special market studies, promotional aids.

TECHNICAL SERVICES:

Manufacturing—engineering, formulation, product design, plant studies, maintenance programs.

Plant safety—programs, incentives, inspection procedures.

FINANCIAL SERVICES:

Credit and collections—screening credit risks and building credit files.

Accounting—profit planning, machine accounting, use of records and reports, auditing procedures, order processing procedures.

Insurance—types of insurance, rate and term information, areas of savings, methods of purchase.

MANAGEMENT SERVICES:

Organization—selection and training of personnel for critical posts, organizational studies and structures, span of control studies.

Personnel administration—employee benefit programs, management development, effective labor negotiation, employee recruiting and testing, employment procedures.

Public relations—publicity assistance, special event programs, product releases, employee communication, and community relations.

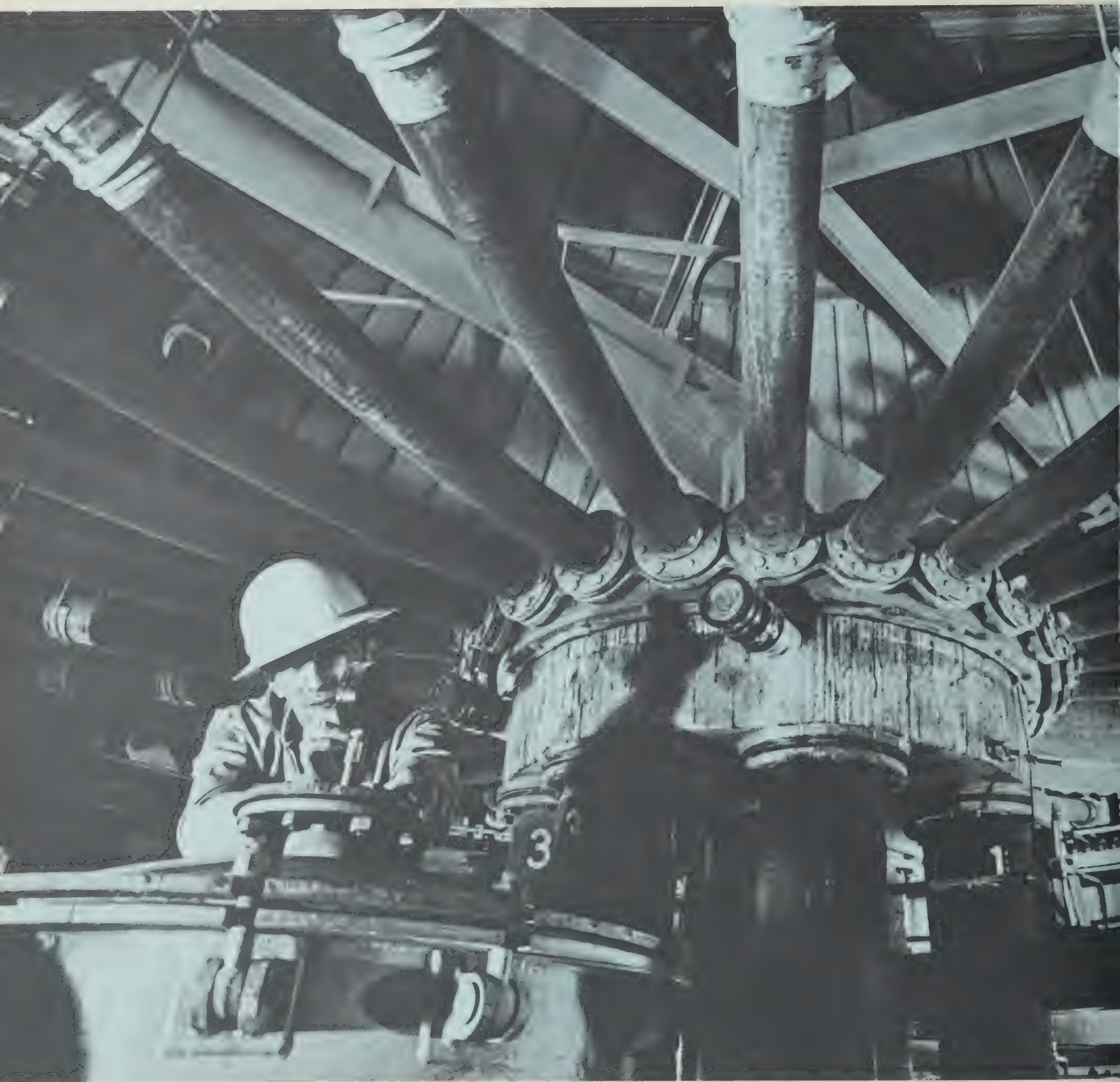
Purchasing—selection of supplies, record keeping, organization structure and buying practices.

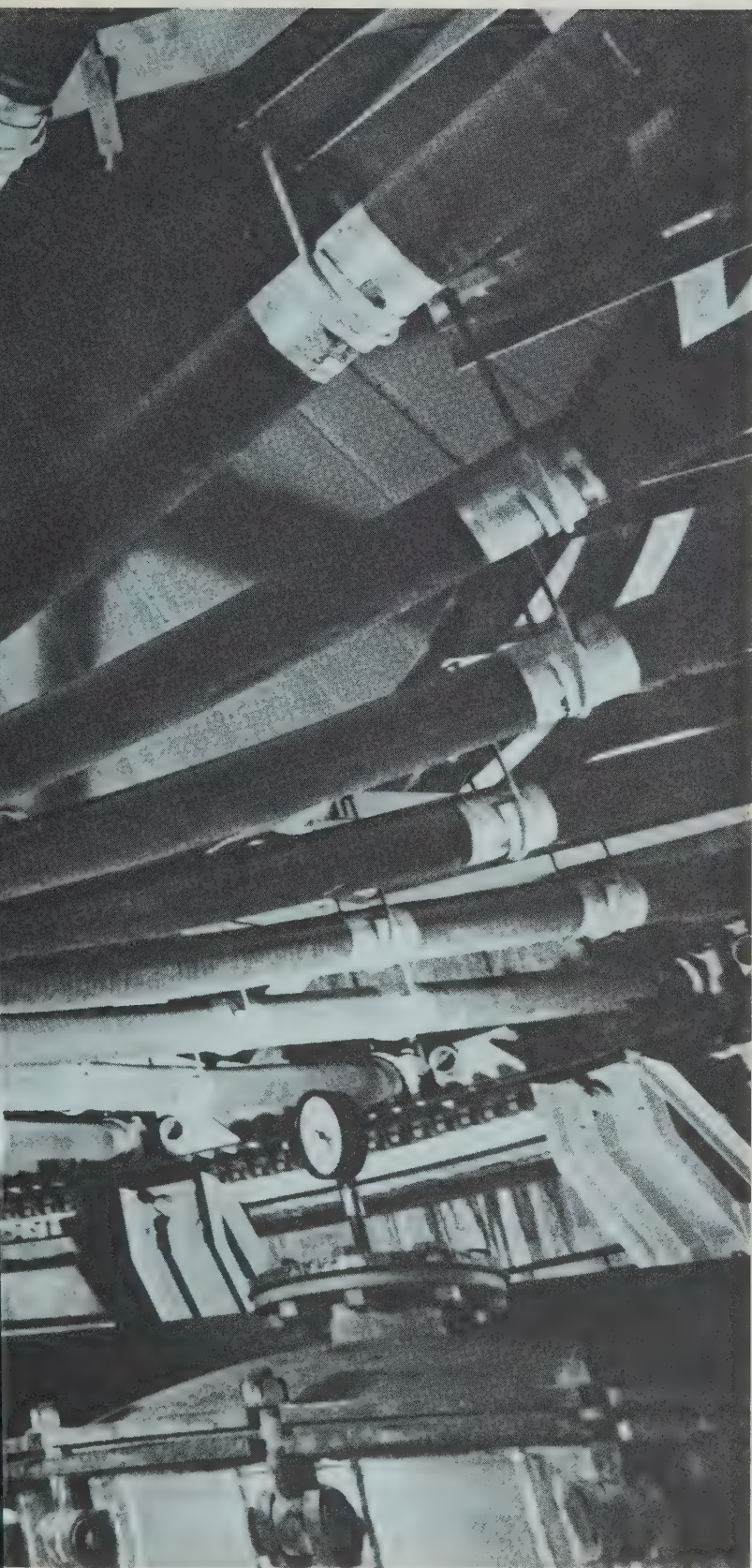
Advisory councils—regular meetings with industry leaders; industry trend reports; discussions on Government controls, rulings, taxes; suggestions from industry on future IMC programs.

Management seminars—case studies, decision making, long-range planning, management techniques.



Field service may mean technical counseling in a foundry (left), or agronomic advice literally in the field (above)





PRODUCTION FOR GROWTH

IMC produces minerals essential to man from strategic worldwide reserves that represent hundreds of years of supply.

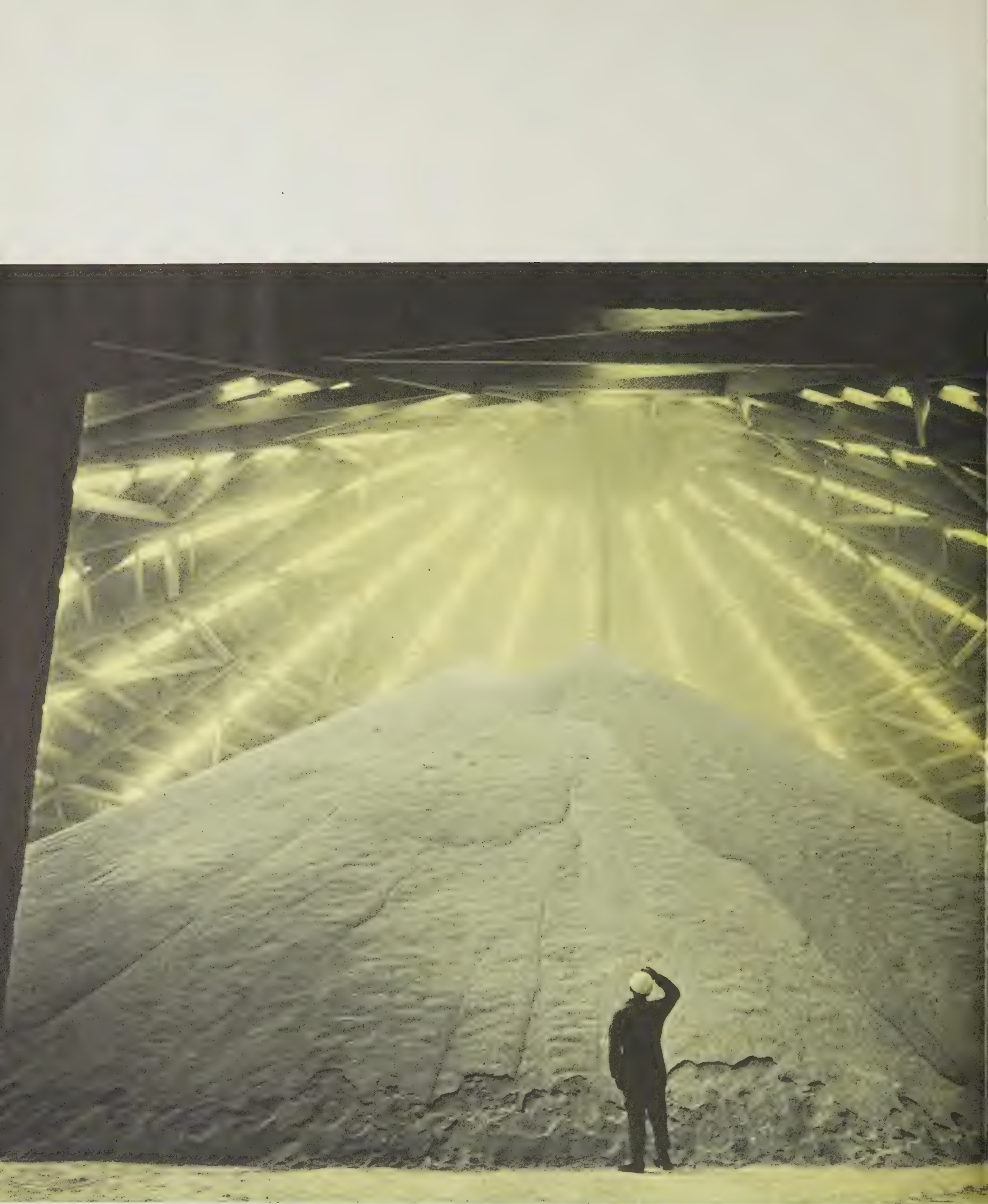
These plentiful reserves are in the United States, Canada, and Mexico, with new product outlets developing in Africa and Asia.

IMC gained this lead position in minerals development through effective planning backed by more than 50 years of experience and a steady practice of innovating modern processing and mining methods.

From ore discovery to distribution of the final product, IMC production is geared to profitable handling and processing of large volumes of bulk materials.

Tens of millions of tons of raw materials funnel through its refining, processing, and

*Under side of filtration unit
at Bonnie phosphoric acid plant*





Production patterns:

*The Canadian potash operation at night (above);
potash product in a 35,000-ton conical warehouse at
the Saskatchewan plant (left), and at right, colorful tanks
at the San Jose Ac'cent operation*

chemical plants each year to emerge in the form of 84 products for industry, agriculture and the home.

In Florida, where IMC strip-mines phosphate and converts it into a dozen different agricultural products, it has the largest, most diversified mining and processing complex of its kind in the world. A second source of phosphate, of which IMC is part owner, is strategically located astride a major world trade

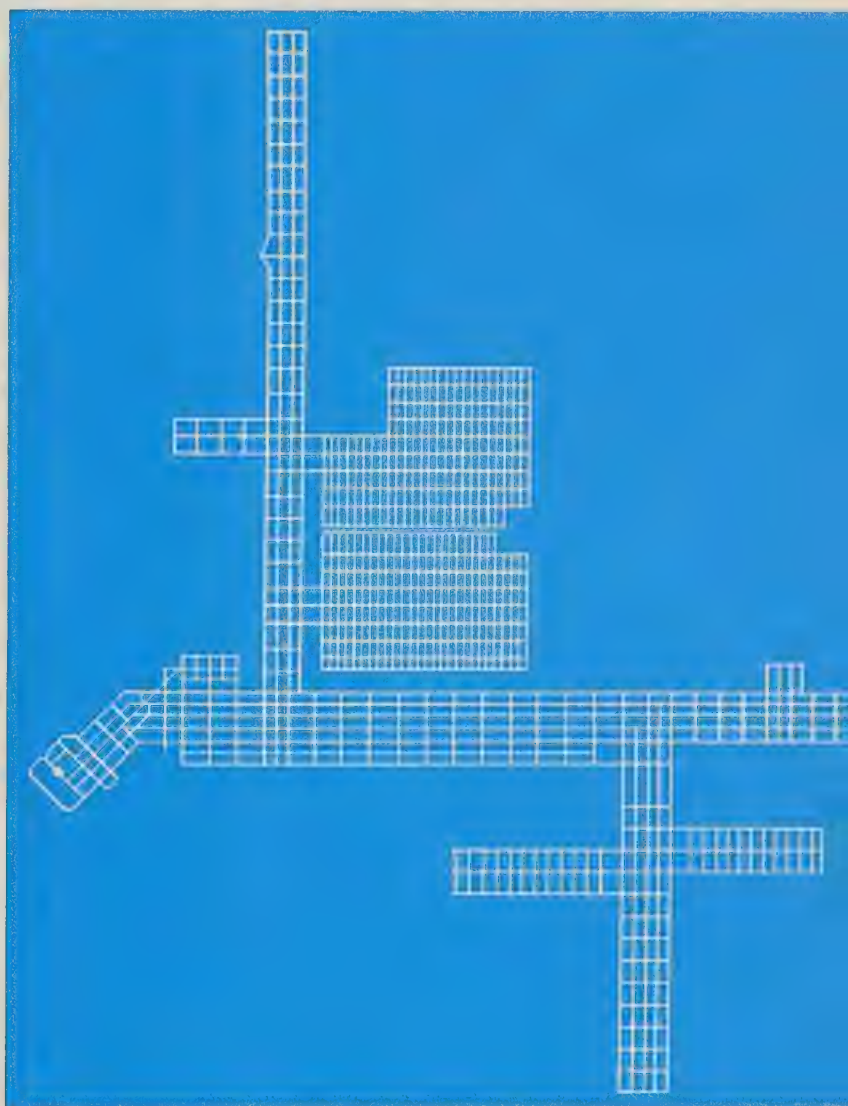






route near Dakar in Senegal, West Africa.

The new potash mine in Canada, added to its established New Mexico operation, makes IMC the world's largest producer of this second basic fertilizer material. Production of nitrogen puts IMC in a dominant position as



Potash flows from the Canadian potash mine at million-ton-a-year rate; pattern of mining (above) covers 40 miles of tunnels dug in first year

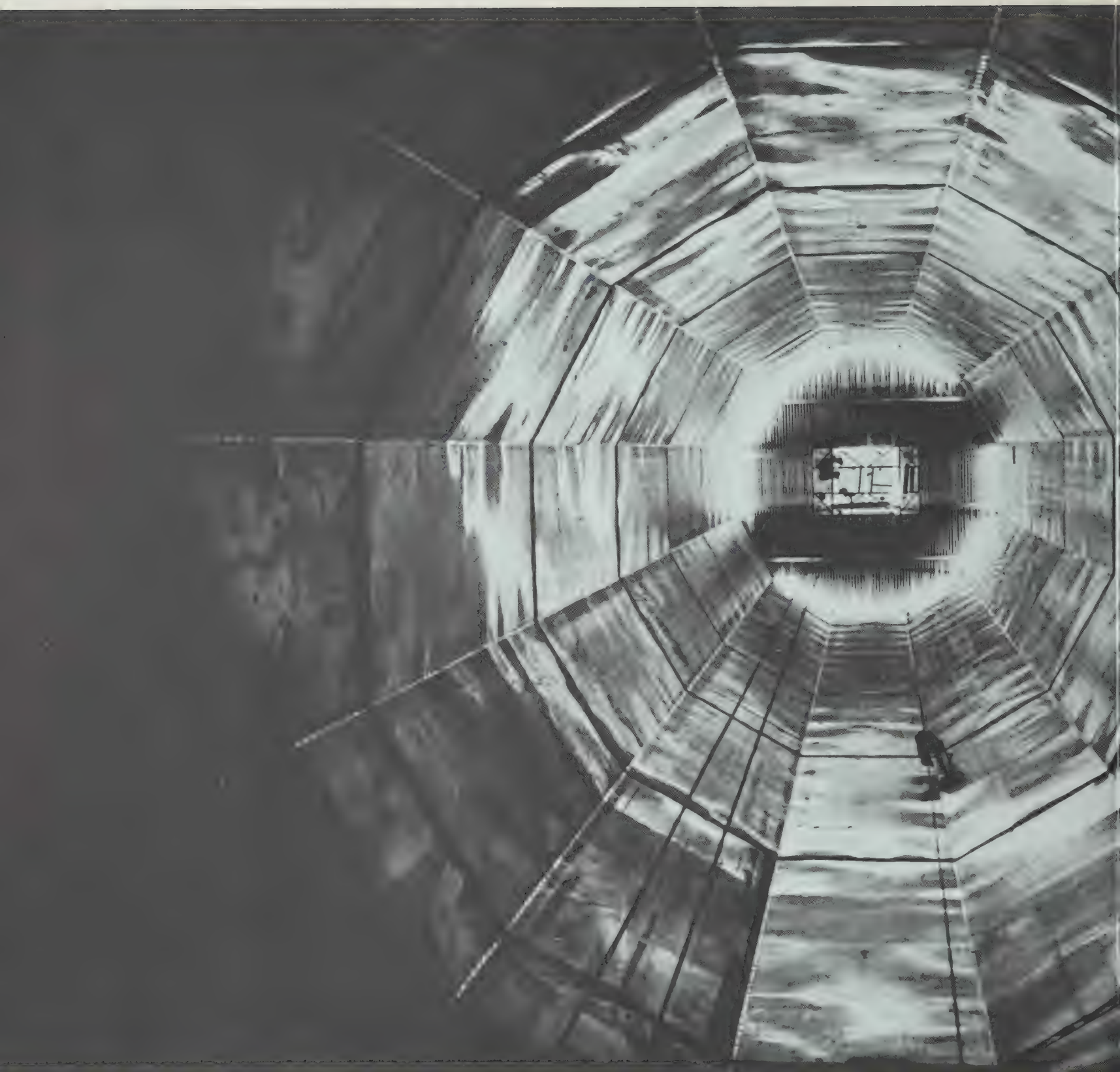




the only international company producing all three basic plant food nutrients.

From its strength in mining and processing, IMC has gained leadership in other areas where its skills have been profitably applied. It is the nation's largest producer of feldspar for the glass and ceramics industry and a principal supplier of bonding clays and binders for the foundry industry. Further diversification in 1963 made it the nation's fourth largest

New phosphoric acid plant at Florida phosphate operations (above), largest and most modern of its kind, is electronically controlled from room shown at left. Operators monitor filtration phase of process on closed circuit television





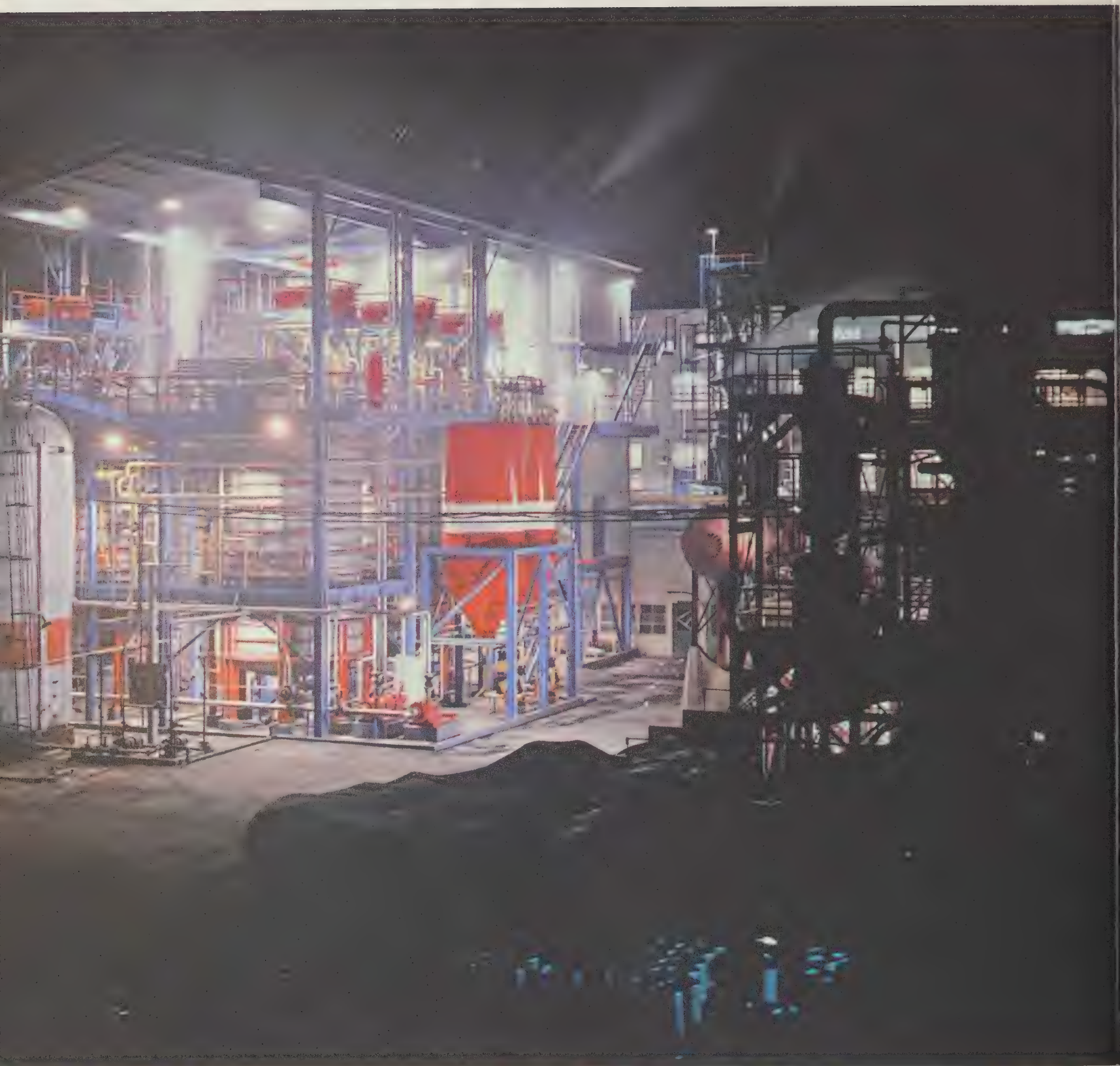
supplier of drilling mud to the giant U. S. and Canadian oil industry.

Operating more than 40 plants in the heartland of American agriculture, IMC makes and markets complete mixed fertilizers, anhydrous ammonia, liquid fertilizers and other fertilizer products for the farm and home.

The Bioferm Division emerged in 1963 from the former Amino Products Division to develop products in the rapidly expanding



Wall-side workers (left) appear as flies in 211-foot ammonium nitrate prill tower at Nitrin, Inc., plant; above, tank being installed for one of some 200 nitrogen sales stations



field of fermentation. Ac'cent, the monosodium glutamate food flavor enhancer, is its chief product. The plant at San Jose, California, is the nation's largest producer of monosodium glutamate and its product is used in millions of homes and in 10,000 different processed foods. Bioferm effected a major breakthrough in the pesticides controversy with Thuricide 90-T, the first effective microbiological material that kills harmful insects but is safe to humans, birds, bees and warm-blooded animals.

Ac'cent plant at left uses a fermentation process to produce the monosodium glutamate food flavor enhancer

Rainbow Farm Show, below, carries story of quality fertilizer direct to the farmer. Mobile show, featuring agronomical information and soil testing laboratory, has been a major factor in impressive sales gains of this premium product



IMC: WORLD ENTERPRISE



Japanese supplier identifies product as IMC potash

Three major developments in the early 1960s boosted IMC's strong position as a supplier in the world market.

A new potash mine in Canada gave IMC, for the first time, a second basic fertilizer ingredient to sell overseas. It was already a major supplier of Florida phosphate.

An interest in a phosphate mine near Dakar, West Africa, with sales and management rights, gave IMC unusually high-grade phosphate from a strategic second source.

In a third move, IMC entered into a joint venture with California Chemical Company, a subsidiary of Standard Oil of California and E.I.D.-Parry, Limited, India, to build and operate a complex fertilizer plant near Madras, India.

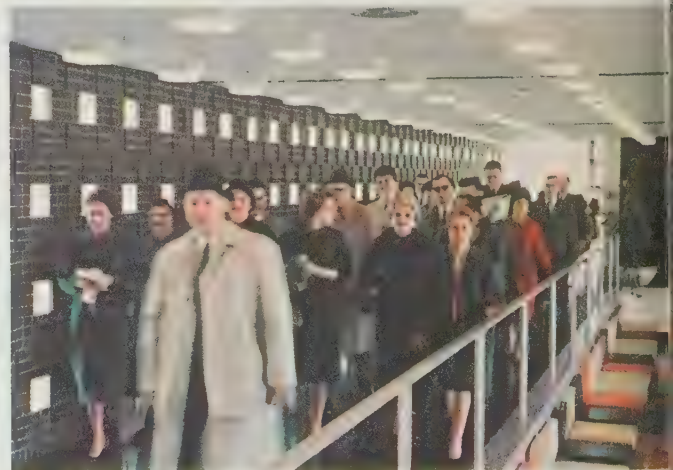
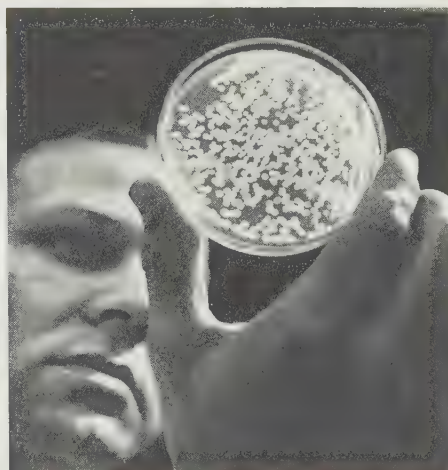
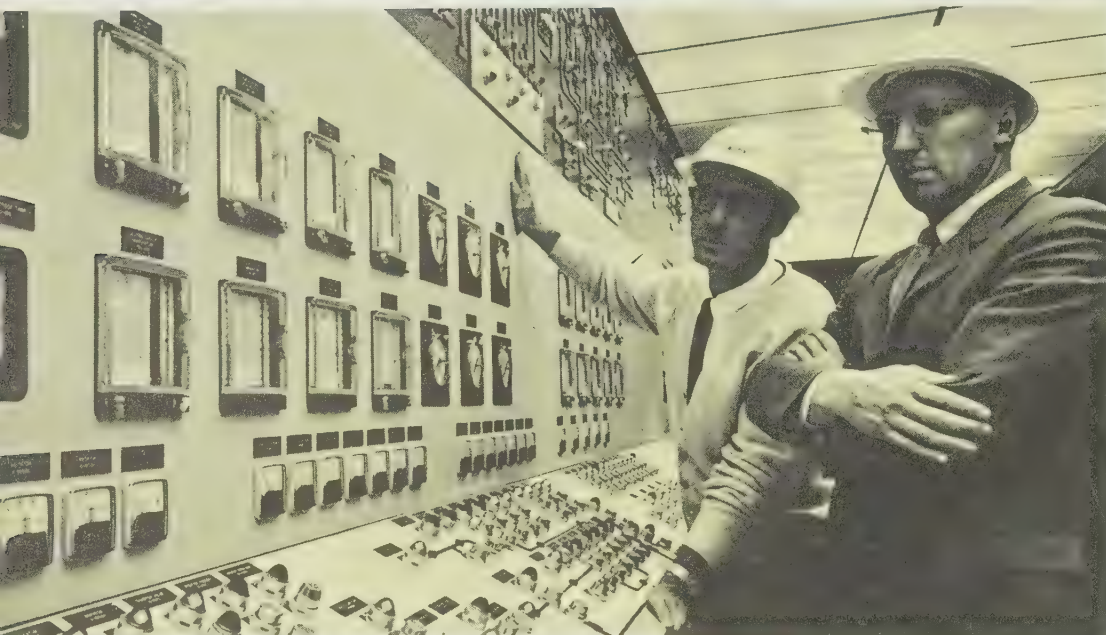
Entry into nitrogen production adds to IMC's position as a world leader in the production of agricultural chemicals.

Just as IMC's domestic growth was built from strength in agriculture and then diversified into other fields, its overseas development is following that growth pattern.



Polar projection shows distribution routes for IMC potash and phosphate; stars indicate sources

PHOSPHATE   POTASH



IMC PEOPLE

The people of IMC are its most valuable resource. Their skills and knowledge are the keystone of IMC's success and progress.

Searching within its ranks for the most qualified people to fill new opportunities, IMC stimulates their performance at the highest possible level and compensates them accordingly.

Their skills are in the thousands. There are administrators, chemists, geologists, economists, engineers, agronomists, biologists, physicists and mathematicians...and highly trained operators, maintenance experts, and technicians—all devoted to planning, building, and running the most modern and efficient mines and mills in the world.

They represent highly-developed talents in virtually every field of science, including:

Chemistries—agricultural, analytical, biochemical, food, inorganic, organic, physical.

Earth sciences — economic geology, geochemistry, geomorphology, glacial geology, mineralogy, petrology, structural geology, paleontology, soil science and surveying.

Engineering—agricultural, ceramic, chemical, civil, electrical, industrial, mechanical, metallurgy and metal, and mining.

Life sciences — agronomy, animal husbandry, botany, entomology, forestry and range science, horticulture, microbiology, and nutrition and metabolism.

Skills in business administration run the full range—accounting, advertising, economics, finance, foreign affairs, law, marketing, personnel relations, production management, public relations, real estate, taxation, and product distribution.

Within this broad spectrum of talents is the strength for sustaining top performance and the planning of new achievements to come.

PROGRAMMING IDEAS

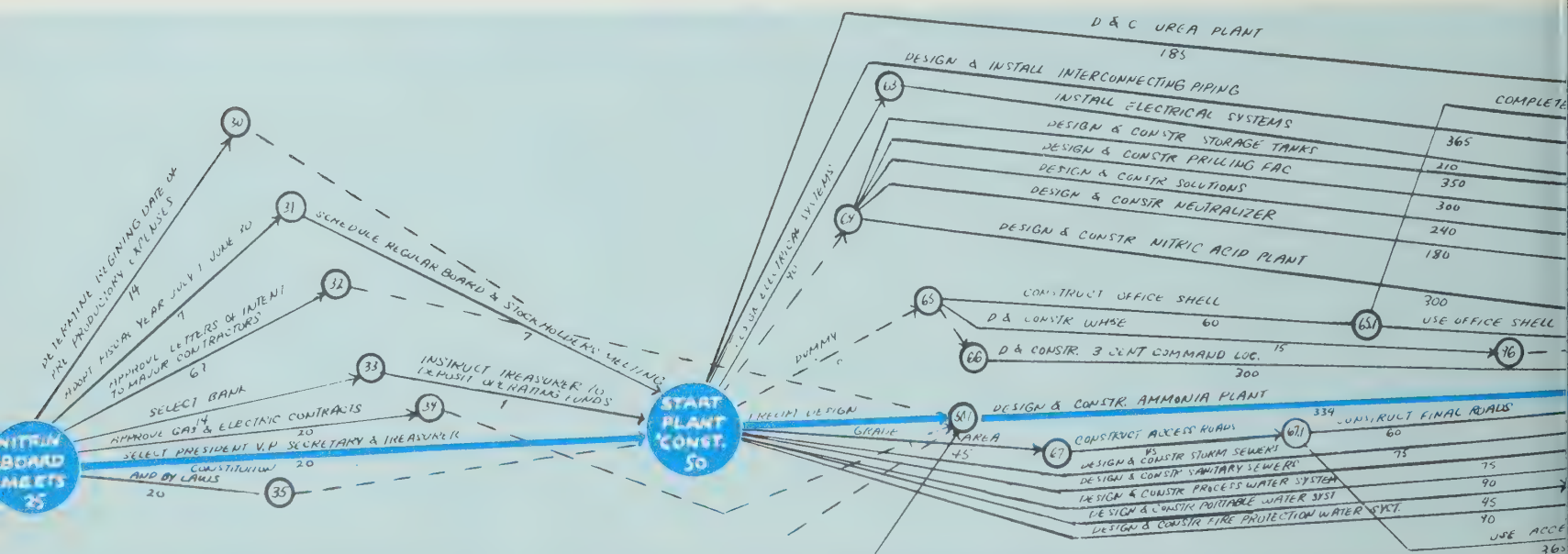
IMC makes the most of its extensive resources by using scientific planning to a degree unique in industry.

With this planning capability it translates ideas into programs to keep pace with the ever-growing needs and opportunities of its world business.

A dramatic example of this ability in action was the demand, foreseen by IMC, which absorbed the first year's million-ton output of its Canadian potash mine.

IMC marketing studies in the 1950s clearly showed that, even though there was then an over-supply situation, the demand for

Critical path planning to determine shortest possible project completion time, is shown here in part as used on Nitrin; IMC use includes many refinements and extensions of original technique. At right, computerized data processing system keeps tab on world market conditions for IMC products



North American potash would go ahead of supply in the early 1960s.

As IMC began development of vast potash holdings in Canada, demand rose steadily and when the new mine ended its first year of operation in 1963 there was a shortage of potash.

The new nitrogen facility is an example of the IMC total planning concept in action.

For more than a decade the idea, and questions it raised, went through the planning mill.

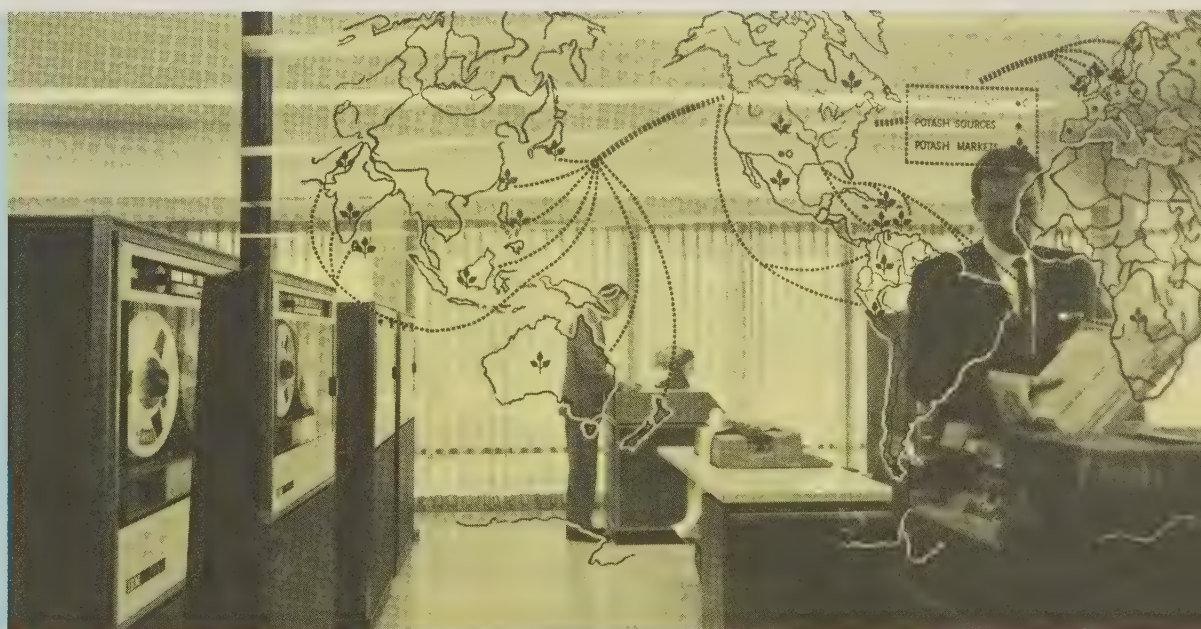
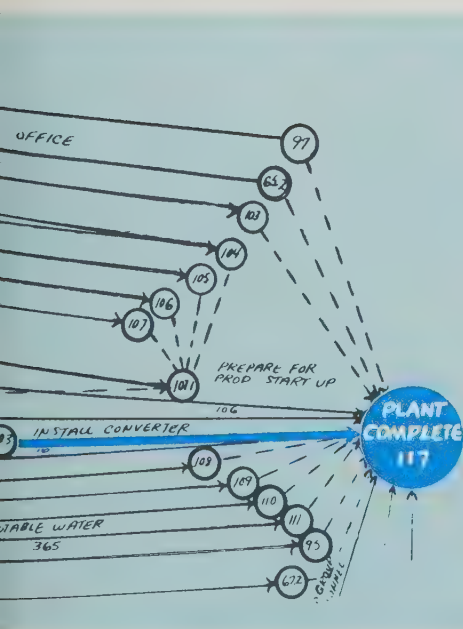
Could IMC compete in a market already glutted with nitrogen? Marketing studies said yes. With a seasoned marketing force already serving fertilizer manufacturers, sales cost increases would be minor; and because additional dollar volume from nitrogen would war-

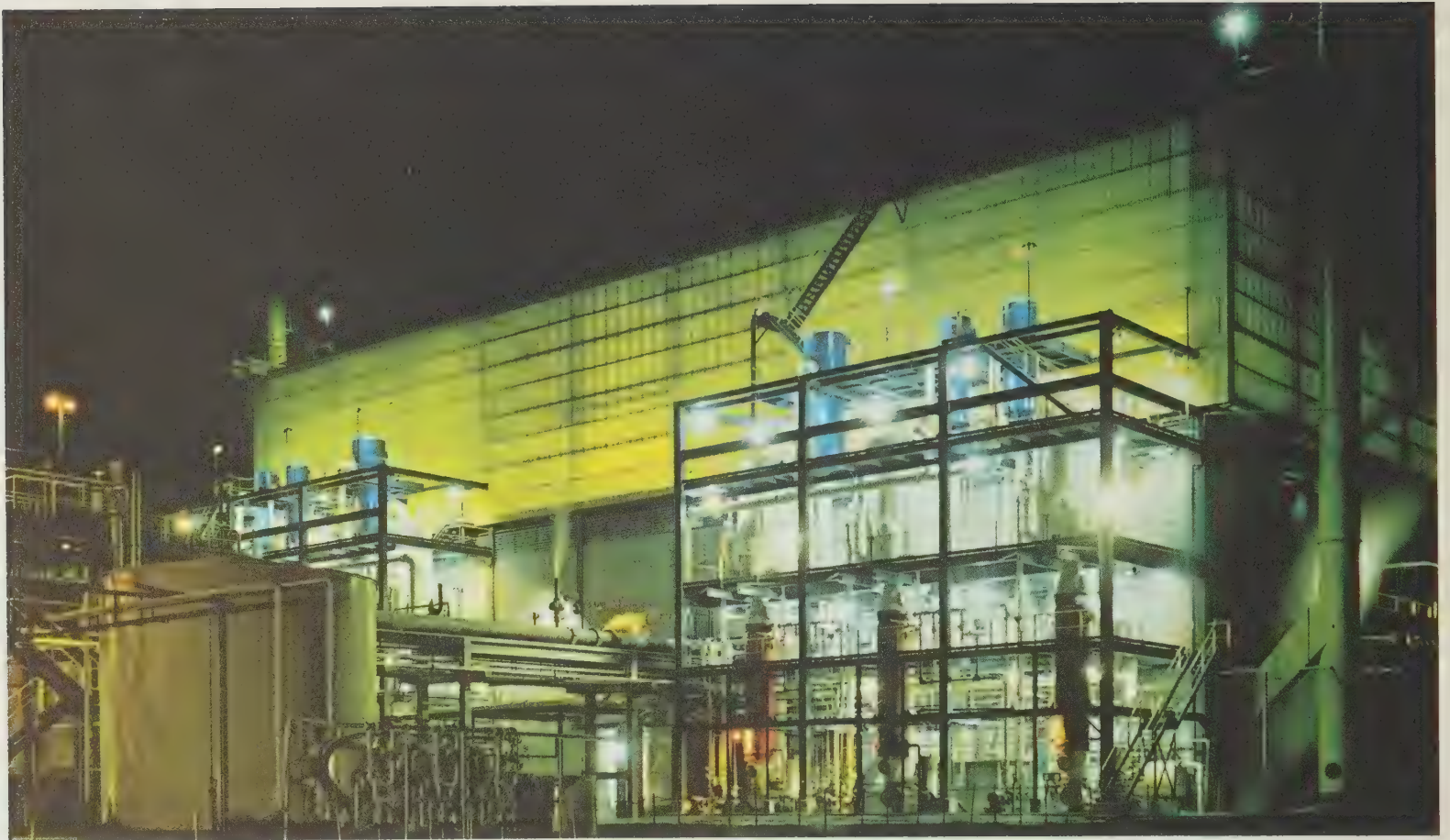
rant increased customer services, sales of all products would be enhanced.

Where should the plant be located? Computerized studies of product use and the projected activities of competitors indicated a North Central States location, ideally on the Mississippi River near a major gas pipeline with adjacent rail and highway outlets.

How could it best be financed? All factors pointed to a joint venture with a major company which would also benefit. Northern Natural Gas Company of Omaha, a major pipeline operator developing an industrial park on the Mississippi, was that company.

Early questions answered, the plan went operational and new skills entered the program — engineering, marketing, distribution,





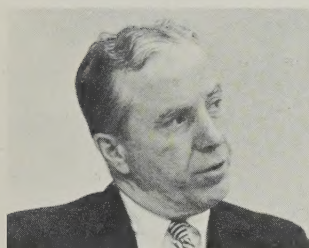
Bonnie phosphoric acid plant, Bartow, Florida, was early step in long-range program for expansion of phosphate chemicals operations

personnel...many others. Linear programming mapped the shortest possible construction route; marketing and sales determined outlet points, and a computerized personnel classification system guided IMC to its qualified plant management people.

Total result: With the plant's production beginning on schedule, 200 new IMC nitrogen stations, already selling nitrogen from other sources, were ready to handle the output of the new facility.

Various skills spur and contribute to IMC's planning for progress. Research, for example, came up with a new process for Ac'cent that prompted modernization of the San Jose plant; it also discovered a refining technique that, in effect, doubles potash reserves at IMC's Carlsbad, New Mexico, mine.

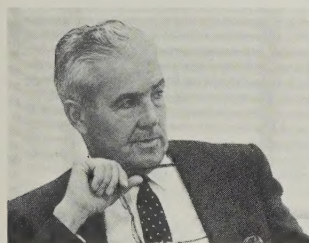
IMC resources in materials and skills, effectively applied through this planning concept in all areas of the company, give it demonstrated advantages in profitable operation.



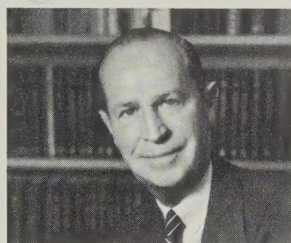
HENRY W. MEERS



DR. J. W. DUNLAP



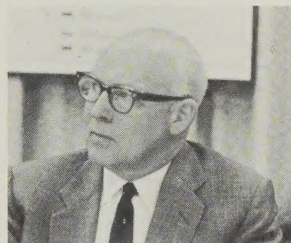
JOHN M. BUDINGER



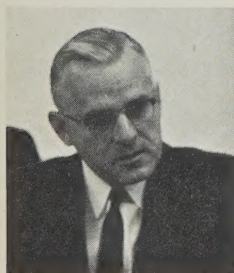
GLOVER JOHNSON



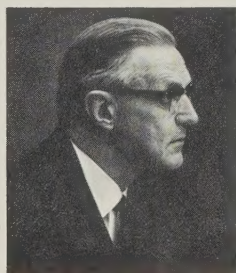
JOHN T. RYAN JR.



ROBERT W. PURCELL



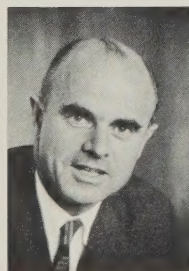
DR. EARL L. BUTZ



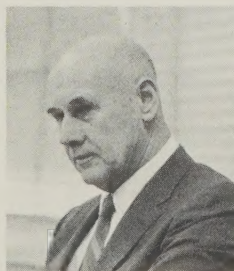
NELSON C. WHITE



VERNON F. TAYLOR JR.



THOMAS M. WARE



LOUIS WARE

Officers

THOMAS M. WARE, President

GEORGE W. MOYERS, Senior Vice President

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LEONARD W. GOPP

Vice President, Business Development, Agricultural Products

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Vice President, Public & Employee Relations

GORDON O. PEHRSON

Vice President, Plans; Executive Assistant to the President

ANTHONY E. CASCINO

Vice President, Agricultural Products Marketing Group

NORMAN J. DUNBECK

Vice President, Industrial Minerals Division

GEORGE B. HAMILTON

Vice President, Ac'cent International Division

DAVID J. STARK

Vice President, Operations, Agricultural Chemicals Division

JOHN D. ZIGLER, Vice President, Plant Food Division

CALEB M. EDWARDS, Secretary

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THOMAS M. WARE, President

NELSON C. WHITE, Senior Vice President

Corporate Data

HEADQUARTERS OFFICE

Administrative Center
Old Orchard Road, Skokie, Ill.

CORPORATE OFFICE

485 Lexington Avenue, New York,
New York

SUBSIDIARIES

International Minerals & Chemicals
Limited
International Minerals & Chemical
Corporation (Canada) Limited
International Minerals & Chemical, S. A.
International Minerals & Chemicals
(Bahamas) Limited
International Minerals & Chemical
de France
Minquim Internacionales, S. A.
Overseas Marine Services, Inc.
Overseas Marine Services, Ltd.

AFFILIATED COMPANIES

Compagnie Senegalaise des
Phosphates de Taiba
Louisville Fertilizer & Gin Co.
Nitrin, Inc.
Peoples Fertilizer Co.
Bentonita, S.A.

RESEARCH LABORATORIES

Skokie, Illinois
Mulberry, Florida
Wasco, California

SALES OFFICES

Alice, Texas
Americus, Georgia
Ardmore, Oklahoma
Atlanta, Georgia
Bay City, Texas
Beeville, Texas
Berwick, Louisiana
Billings, Montana
Buffalo, New York
Casper, Wyoming
Chicago, Illinois
Chicago Heights, Illinois
Chickasha, Oklahoma
Clarksville, Tennessee

Corpus Christi, Texas
Dallas, Texas
Dayton, Ohio
Denver, Colorado
Detroit, Michigan
East Point, Georgia
Elk City, Oklahoma
Fairgrove, Michigan
Florence, Alabama
Fort Worth, Texas
Grand Junction, Colorado
Greeneville, Tennessee
Hartsville, South Carolina
Hobbs, New Mexico
Houma, Louisiana
Houston, Texas
Indianapolis, Indiana
Jackson, Ohio
Lafayette, Louisiana
Lake Charles, Louisiana
Lockland, Ohio
London, England*
Longview, Texas
Mason City, Iowa
McAlester, Oklahoma
McAllen, Texas
Midland, Texas
Mulberry, Florida
New Orleans, Louisiana
New York, New York
Oklahoma City, Oklahoma
Paris, France*
Pauls Valley, Oklahoma
Perryton, Texas
San Antonio, Texas
San Jose, California
Skokie, Illinois
Spartanburg, South Carolina
Texarkana, Arkansas
Tifton, Georgia
Toronto, Ontario*
Tulsa, Oklahoma
Tupelo, Mississippi
Williston, North Dakota
Winston-Salem, North Carolina
Wasco, California
Woburn, Massachusetts
Woodward, Oklahoma
Zurich, Switzerland*

FREIGHT OFFICES

New York, New York
Tampa, Florida
Vancouver, British Columbia

Mines and Plants

AGRICULTURAL CHEMICALS

Achan, Fla.*
Bonnie, Fla.*
Carlsbad, N. M.
Cordova, Ill.**
Esterhazy, Saskatchewan †
Mulberry, Fla.*
Niagara Falls, N. Y.
Noraly, Fla.*
Tupelo, Miss.
Wales, Tenn.

PLANT FOOD

Americus, Ga.
Applegate, Mich.
Augusta, Ga.
Bartlesville, Okla.
Blooming Prairie, Minn.
Buffalo, N. Y.
Chicago Heights, Ill.
Clarksville, Tenn.
Cullman, Ala.
Dayton, O.
East Point, Ga.
Edmund, Wis.
Elkton, Mich.
Erie, Ill.
Fairfax, Minn.
Fairgrove, Mich.
Florence, Ala.
Fort Worth, Tex.
Greeneville, Tenn.
Hartsville, S. C.
Indianapolis, Ind.
Jacksonville, Fla.
Lockland, O.
Marshall, Minn.
Mason City, Ia.
Middletown, Ind.

Mulberry, Fla.
Plymouth, Ind.
Russellville, Ind.
Somerset, Ky.
Spartanburg, S. C.
Sylvania, O.
Texarkana, Ark.
Tifton, Ga.
Tripoli, Ia.
Tupelo, Miss.
Union, Ill.
Welcome, Minn.
Winston-Salem, N. C.
Woburn, Mass.
Foley, Ala.**
Louisville, Ga.**

AMINO PRODUCTS

Chicago, Ill.
San Jose, Calif.
Salinas, Calif.
Wasco, Calif.
Woodland, Calif.

INDUSTRIAL MINERALS

Belle Fourche, S. D.
Bondclay, O.
Buckingham, Quebec †
Custer, S. D.
Detroit, Mich.
Havelock, Ontario †
Houston, Tex.
Jackson, O.
Kingman, Ariz.
Kona, N. C.
Monterey, N.L., Mexico
Piney River, Va.
Smithville, Miss.
Spruce Pine, N. C.

*Post Office, Bartow, Fla.

**Plants of affiliated companies

† Plants of subsidiaries

* Offices of subsidiaries

Products for Growth

AGRICULTURAL

Ammonium Nitrate
(Granular and Prilled)
Ammonium Sulfate
Anhydrous Ammonia
Aqua Ammonia
Big Catch® (Fish Pond Fertilizer)
Calcined Phosphate Rock
CSF (High Protein Animal Feed Supplement)
Defluorofos® (Defluorinated Feed Phosphate)
Diammonium Phosphate (18-46-0)
Duo-Fos® (Feed Grade Ammonium Phosphate)
Dynafofos® (Dicalcium Phosphate, Feed Grade)
Florida Pebble Phosphate
Four-Leaf® (Ground Rock Phosphate)
IMC Dicalcium Phosphate (Feed Grade)
International Fertilizers®
Liquid Fertilizer
MC-63® (High Protein Animal Feed Supplement)
Monosodium Glutamate
(Animal Feed Grade)
Mutifos®
(Defluorinated Feed Phosphate)
Muriate of Potash
(Standard, Coarse and Granular)
Nitrogen Solutions (Liquid Fertilizers)
Perma-Phos®
(Ground Rock Phosphate)
Phosphoric Acid
Pot O'Gold® (Fertilizer Materials)
Rainbow® (Foliar Spray Plant Food)
Rainbow® (Premium Plant Food)
Rainbow®
(Starter-Transplant Plant Food)
Signature® (Fertilizers)
Southern Bentonite (Feed Pelleting)
Sulfate of Potash
Sulfuric Acid
Sul-Po-Mag®
(Sulfate of Potash-Magnesia)
Superphosphate

Super Rainbow®
(Premium Plant Food)
Thuricide 90T® (Microbial Insecticide)
Triple Superphosphate
(R.O.P., Coarse and Granular)
Urea
Vitamin B₁₂ (Feed Supplement)
Western Bentonite (Feed Pelleting)

FINE CHEMICALS

Caustic Potash
Carbonate of Potash
L-Glutamic Acid
L-Glutamic Acid Decarboxylase
L-Glutamic Acid Hydrochloride
Monoammonium Glutamate
Monopotassium Glutamate
Potassium Chloride (U.S.P.)
Vitamin B₁₂

FOOD

Ac'cent® (Monosodium Glutamate)
Ac'cent® (Monosodium Glutamate with Flavor Added)
Ac'cette™ (Dehydrated Vegetables)
Beta Carotene (Food Coloring)
Mei-Wei-Fen®
(Monosodium Glutamate)
Sauce-Quik® (Sauce Base)
Shirayuki® (Monosodium Glutamate)

INDUSTRIAL

Aplite
Barite
Bentonite
Bonding and Fire Clays
Carbonate of Potash
Caustic Potash
Chloropicrin
Core Oil
Cupola Patching Material

Feldspar
Foundry Equipment
Foundry Sand Additives
Furan Resins
Hydrofluosilicic Acid
L-Glutamic Acid
L-Glutamic Acid Hydrochloride
Lignite
Liquid Chlorine
Low-Iron Sands
Nitrogen Solutions
Muriate of Potash
Nepheline Syenite
Oil Well Blended Cement
Oil Well Drilling Muds
Potassium Chloride
Silica Sand
Southern Bentonite
Stock Salt
Sulfate of Potash
Vit-Gobe™ (Brick Coating)
Vit-Grit™ (Brick Coating)
Western Bentonite

LAWN

Fertilis® (Plant Food)
IMC (Specialty Plant Foods)
Instant Thrive®
(Soluble Foliar Fertilizer)
Mello-Green® (Organic Plant Food)
Premium Thrive® (Lawn Food)
Rainbow®
(Lawn and Garden Fertilizers)
Thrive® (Evergreen Food)
Thrive® Planting Food
(Soluble Starting Fertilizer)
Thrive® (Rose Food)
Thrive® Regular (Lawn Food)
Thrive® (Specialty Plant Foods)
Thrive® With Crabgrass Preventer
(Lawn Food and Crabgrass Preventer)
Thrive® With Weed Killer
(Lawn Food and Weed Killer)
Void® (Crab Grass Killer)

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